

General Guidelines for Fleet and Operations Department of Car Rental Industries once Government lifts the Locked Down

I am publishing below mentioned points which will be useful for car rental industries to start the business again once the locked down will be over shortly. Kindly feel free to correct me where ever applicable to make this effort complete with all aspects.

We all are going through very difficult phase which has affected each ones business very badly. Everything is in a stand and still situation. Each one is incurring sizable amount of losses each day which is passing by with ZERO work/ZERO car on road. Receipt and payment cycle has also halted adding fuel to the fire.

But now we are also approaching a second phase where this locked down may be lifted in a phased manner after April 14, 2020. At that time we should be ready with the following so that in less than 24 hours our cars will be on road to grab the business again. All these points can be discussed by the respective head of the departments during this locked down period to the respective managers through what's app call or skype. Blue print of actions to be taken by each one is to be prepared. Get the same approved by the respective authorities. Keep ready/appraise your staff/chauffeurs/unit managers with this. So that the very first day when the locked down will be over your staff should be only implementing this and ensure that in less than 24 hours you are ready to roll the cars on the road.

I am right now publishing the same for most important two departments who will be ready for action once the locked down is over that is fleet and operations department.

- 1) Hope concerned staff from your fleet department has removed the car batteries immediately once the car was halted/stopped from being allotted for customer service. Now its time to fix the same and test the car.
- 2) Check the air position for all the tyres including Stepney. **Check the flat mark on each tyre.**
- 3) Check the papers placed in each car i.e. PUC, Insurance etc are in place and if expired the action plan for the same.
- 4) Check whether there is balance in Fast tag to pay for the toll charges.
- 5) Take a test drive to ensure that car is in perfect condition.
- 6) Check whether any servicing was due for the car but could not be done due to locked down period.
- 7) Check whether all the other car accessories are in place.
- 8) Check whether last closing km was correctly given to the operations department and the duty was closed properly. Because this will be opening km for the first duty now and there should not be any mistake which may affect billing amount, per km average being chain effect etc.

- 9) Check whether any local vendor is available who will disinfect the car properly so that the same will be put to use for the first duty. **You might require a certificate/declaration for the same which will be asked by the end user/any MNCs declaring that the said car is totally virus free.**
- 10) Each car is to be disinfectant properly each time it goes for the duty and ends up in garage at least for next 30 days. **You might have to show/write to end user/any MNCs the method of the same which is being followed for safety of each passenger travelling in your car.**
- 11) Ensure that the said vendor is having correct chemicals of disinfection and following all the prescribed norms for the same.
- 12) Check whether the vendor is listed/empanelled for the same and equipped for disinfectant material for at least next one month.
- 13) Check that each chauffeur is in town only. And if not arrange for the substitute one.
- 14) **Ask each chauffeur to produce a health certificate clearly stating that he was not infected by the Corona during this locked down period. Enquire which authority can issue such type of certificate and at what cost. Reimburse the same to the chauffeur through the petty cash.**

This certificate is a crucial one and definitely end user / any MNCs will ask for the same before they start giving booking after the locked down is over.

Ask the said chauffeur to produce the same after 16th day he joined the duty again.
- 15) Check whether any parking charges are over due till the locked down period is over. If yes ask for the same from your accounts department.
- 16) Check the fuel and other engine oil position.
- 17) Check and make available bottle of sanitiser and a pair of gloves and mask in each car. Either the gloves can be reusable or may be one time use.
- 18) Ensure that each chauffeur is wearing mask and following all the prescribed norms each time he goes for the duty. **End user or any MNCs may reject the duty if there is any deviation or possible threat to the life of their esteemed guest or staff or higher authorities.**
- 19) Keep hand gloves spare in each car so that if any passenger is not wearing the same your chauffeur can insist the same politely. Train him how to interact with the guest in this situation.
- 20) Check whether tissue boxes are full and kept in each car.
- 21) If you are arranging chauffeurs through outside agency talk to the owner of the same and take care of all the above mentioned points.
- 22) Appraise the booking staff and also chauffeurs the areas which are still under locked down situation so that there will be no confusion while accepting and discharging any duty.

IJSER

- 23) Check whether all the duty slips filled in all aspects has been called for by the vendors with whom you are sharing business in profit sharing module.
- 24) Get the office or place from you are discharging the duties dis infected before you start the work.
- 25) Get the fitness certificate even from the staff before he or she joins the duty. Whether to reimburse the cost of the same to them can be taken by each company individually.
- 26) Check the position of the staff attached to your fleet and operations department.
- 27) Call for sufficient cash to run the business for next one month because once the locked down will be over you have to be on your toes 24*7 to discharge each duty effectively.

IJSER

Second Part

In the first part we discussed about functions of fleet and operations department. Please find below guidelines for billing and accounts department (excluding tax portion and finalisation for which I admit I am not well conversant). I have tried to cover few points under accounts department which are directly related to Credit Control Department.

- 1) Check with your vendor who has provided you accounts and billing package. Please talk to him not to do FY 2020 end unless and until billing department closes all the open duty slips till March 31, 2020. This will enable Management to book sales, expenditure and revenue properly.
- 2) Set the target after staff meeting when and how to complete this important task.
- 3) For cars sent on LTR i.e. on long term basis, get the log book duly signed by the end user or the concierge as the case may be, get the toll and parking slips and then only close the bill as on March 31, 2020.
- 4) Check with your parties in which way they want to accept the pending bills for March 2020. i.e. either through electronically or in person through runner boy.
Please do not try to send the bills with MIS by courier at this juncture because they must be having lot of pending loads. So they can not guarantee delivery of bills on the next day as it was earlier committed.

On the other hand if you seek to hand deliver the bills with MIS you will be handing over the same to the proper staff/officials and receiving their ack that is seal and sign. This is very important document to avoid any future dispute.

- 5) If possible undertake random check of prepared bills because the staff will be under pressure to generate pending bills in a short span of time and as a human being we tend to commit mistake try completing the work at a faster rate.
Being financial year closing hardly any company will accept change in the bill at a later date. Which we often do by way or debit or credit note.
- 6) Check with each party the last date of submission of pending bills for the month of March 2020.
- 7) Simultaneously also call for the balance bills for your vendors to book expenses correctly.
- 8) Once billing department completes the task of generating all the bills for the balance period of March 2020, accounts department should send balance confirmation letters to each party immediately. This may be after 08 to 10 days after the dispatch of final bunch of bills.

- 9) Tally petty cash as against spent on toll and parking or for any other purpose. Check every single paisa spent out of petty cash is correctly levied on clients bill. Tally the figures and then only declare the completing and then only dispatch all the bills.
- 10) Dispatching all the bills at a time will give you better control on this work. In the mean time you can send MIS and gist of bills electronically to all the parties for their provisioning.
- 11) Last but not the least try getting confirmation of correctness of MIS/bills submitted to them so that credit control department will asking for the correct/undisputed amount from them.

IJSER

Part III

This the last and concluding part of my effort to streamline the SOPs of fleet, operations, billing and some portion of accounts department in the wake of Corona Pandemic.

- 1) Credit Control Department will be going through the toughest time ever once the locked down will be over and the markets are open.
- 2) Every possible company will be making use of tool of moratorium for next three months. You will have to plan your every move judiciously:
 - a) stick and believe to your plan
 - b) set reminders correctly for excellent follow up
 - c) prepare plan B also if you think you are not successful in plan A
 - d) assess your plan on weekly basis
 - e) take the help of senior management with out any resentment in the mind**
 - f) bring it to their notice true and fair picture of aging
 - g) add 20% more target than the expected collection amount to cover the possible failures if any for the reasons/situation which are beyond your control
 - h) involve top management under sales division to handle disputes for critical but important clients**
- 3) take custody of copies of balance confirmation letters from accounts department to arrive at exact amount of outstanding.
- 4) Do not give any leverage to the parties for the amount which is over due till February 2020. You have to collect 100% of the above mentioned amount at the first instance because the credit period for all these bills is over already.**
- 5) Talk to each party with the list of out standing. Try talking to the highest authority who can release the actual payment. Because then only you can prepare correct collection plan.
- 6) Do not accept any billing dispute now pertaining to the period prior to February 2020. Because this will only drag the collection plan further and you may go wrong in prediction.
- 7) Ascertain from each party their likely date of payment. Firmly but politely ask them to stick to the said date because then only you can arrive at correct collection plan.
- 8) Try not accepting any deviation in this because your accounts department will be eyeing on you for collection to start honouring various bills and other legal commitments etc.
- 9) This is vicious cycle to be followed with out fail.
- 10) Please do not accept PDCs in this digital world. This is like Management has issued you salary slip only but not yet credited salary into your account.**
- 11) Do not show rosy picture to your Management but stick to the facts and figures positively.

- 12) Start follow ups with the parties aggressively by way of SMS, calls, reminders through mails, what's APP.
- 13) If any party is not giving desired response then with out any hesitation visit their office and try meeting the highest authority who will help you with the payment.

Prepared by: Mr. Nandan M Vartak

Location: India

Profession: Credit Control Consultant

Mail ID: creditcontrolconsultant@gmail.com

IJSER